

It requires less mobile patrons to travel less. It causes more mobile patrons to travel further, thereby increasing their costs.

2. Minimize distance per capita:

This favors increased use by present non-users, especially those living in densely populated areas. It causes inequities for users living in more sparsely populated areas.

3. Minimize distance per visit:

This favors areas with present high demand and decreases use in immobile areas.

4. Minimize present degradation in utilization:

This predicts larger areas of coverage for more mobile districts.

A model such as this may prove of particular use in the location of a new branch in an unserved area. As Savas (1978, p. 806) points out:

... equity is a matter of values. . . . To announce the unambiguous adoption of one principle is to invite united opposition from those who favor the other principles. In any real public service, one of the allocation formulas may be used implicitly, but even if a "pure" formula is employed at the outset . . . the formula will soon be modified and will reflect the influence of the other principles as well. . . . He (the management scientist) must recognize at the outset that competing values lie in the heart of the matter—conflicting notions of what is equitable or fair and what is not. And he should appreciate, without feeling dismay or disdain, that political judgements will ultimately decide the particular, muddled, optimal (by definition) mixture of values that will temporarily prevail at any given moment in the provision of public services.

Hence, models which allow civic planners the opportunity of viewing the various options will assist in the implementation of a plan which serves the best long-run interests of the entire community.

VI. CONCLUSION

The spacing of library branches within a system has important effects upon the overall viability of the library system. A superfluity of branches requires distribution of scarce resources (books, wages, maintenance) over too broad a base, resulting in inefficiency and poor public response. Inadequate provision of branches results in failure to serve portions of the population equally entitled to a share of this public good. Poor utilization of the library within a community, in turn, causes lessened public responsiveness to the library's needs, and hence, less funding in the future.

In an economic environment in which public support is vital, it behooves the library system to review carefully the options available through siting adjustments. An accurate analysis of the community with respect to its demographic composition, in conjunction with an application of plan-

ning models suited to the siting problems of the library system, can combine to assist administrators in allocating their resources in the most service- and cost-effective means. Particular attention should be paid in such analyses to the problems of areas with low mobility or high concentrations of either younger or older citizens, communities characterized by light to moderate library use patterns, and areas serving as shopping districts or places of employment for otherwise unserved patrons. Effective location of branches in such areas may increase use by the immediate community without seriously affecting the use of those with more intensive library requirements.

Ultimately, a library is more than a physical structure situated in a particular location. It is the combined personalities of its staff and the collections of materials offered on shelves. The image a library projects, its attractiveness to the members of its community, is of major importance to the viability of the institution. Careful matching of the site and the community it represents can provide more effective service within the resources available to the institution.

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